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# Team Assessment Survey<sup>©</sup>

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Report prepared for

Assisted Living  
Executive Leadership Team

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# HOW TO USE THIS REPORT

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Teams are the basic organizing structure for many organizations, and the Team Assessment Survey is a powerful tool specifically designed to help groups, teams, committees, and task forces improve performance. Based on the Rocket Model of team performance, the information provided in this report provides insight into what teams are currently doing well, need to improve, and how they compare to other teams across the globe.

Keep in mind that Team Assessment Survey feedback alone will not improve team performance. Teams need to review the feedback in this report, discuss and identify team strengths and areas of improvement, and build and execute action plans before any changes to team dynamics and performance occur. These actions have the additional benefit of helping teams create a common language for discussing issues, building trust among team members, and identifying better ways for teams to win.

It is also important to remember that the Team Assessment Survey results are time and event sensitive. The results represent a snapshot of how teams are currently operating and are affected by a variety of factors, such as political and economic realities, changing stakeholder needs, team maturity, and member turnover.

### HOW YOU WILL BENEFIT

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The *Team Assessment Survey* can be a valuable tool in helping your team

- Recognize the components that lead to high performance.
- Appreciate the differences between groups and teams.
- Realize their strengths.
- Gain insight into their areas of improvement.
- Understand how they stack up against comparable teams.
- Prioritize and focus on those areas having the greatest payoffs.
- Minimize the amount of time and money spent on ineffective team building activities.
- Create a common language for discussing team issues.
- Set initial benchmarks for later comparisons.

### HOW YOUR RESULTS ARE ORGANIZED

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#### Section 1. Overall Results

Provides benchmarking scores on the eight components necessary for effective team functioning.

#### Section 2. Team Effectiveness Quotient (TQ)

Provides an overall average benchmark score across all eight Rocket Model components.

#### Section 3. Component Results

Provides detailed information about each of the eight components of team functioning.

#### Section 4. Written Comments

Provides verbatim comments about what the team is doing well and where the team could improve.

#### Section 5. Team vs. Group Work Style

Provides information about the extent to which people on the team work independently vs. interdependently.

#### Section 6. Rater List

Provides a list of people completing the Team Assessment Survey.

#### Section 7. Resources

Recommends resources to improve team functioning.



# OVERALL RESULTS

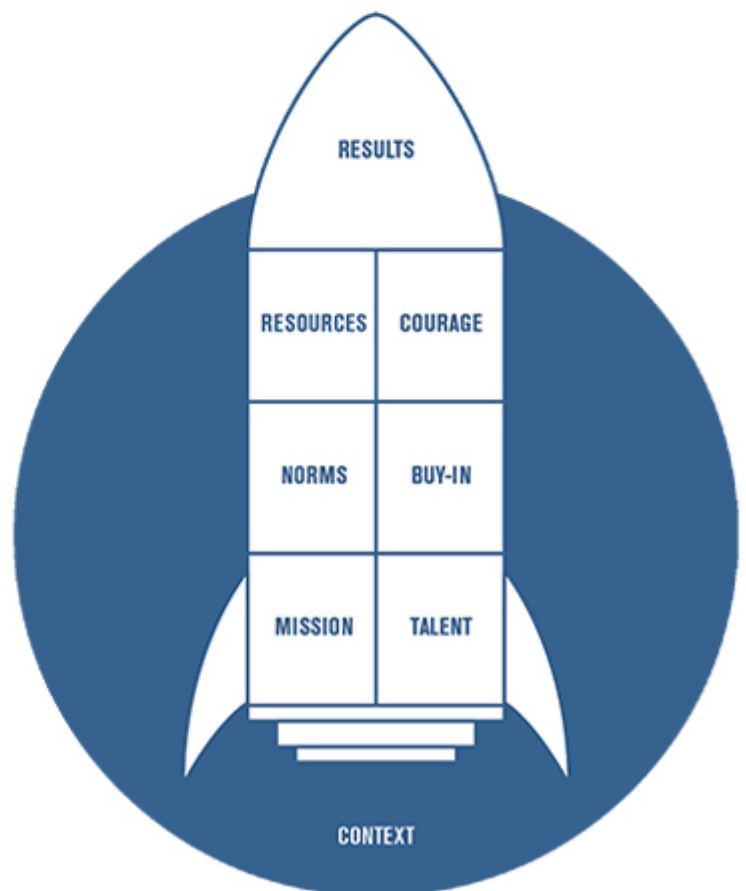
The Rocket Model of team performance was developed from a comprehensive review of the team research along with data collected from approximately 1,500 teams over a 20-year period. The model consists of eight components that need to be in place to create high performing teams and groups. The model is both prescriptive and diagnostic, in that it provides a roadmap for newly formed teams on how to get started and for existing teams about what they are doing well or need to improve. More detailed descriptions of the eight Rocket Model components can be found below and throughout this report.

The scores indicate the percentage of teams from the norm group that score at or below this team. For example, a score of 50 means that this team scored in the middle when compared to other teams, with half of the norm group scoring below and half scoring above. A score of 75 indicates that a team scored equal to or higher than 75% of other teams, and a score of 25 means a team scored equal to or higher than only 25% of the other teams included in the benchmark group.

Score interpretation guidelines are as follows:

- Scores of 0-25 are considered low
- Scores of 26-50 are below average
- Scores of 51-74 are above average
- Scores of 75-100 are considered high

<b>Results: The team's track record.</b> Is the team delivering on its commitments? Does it accomplish important goals, meet stakeholders' expectations, and improve over time?	40
<b>Courage: The team's approach to managing conflict.</b> Do team members feel safe raising difficult issues and does conflict get managed effectively?	66
<b>Resources: The team's assets.</b> Does the team have the necessary physical and monetary resources, authority, and political support?	68
<b>Buy-In: The level of motivation among team members.</b> Are team members optimistic about the team's chances for winning and motivated to accomplish the team's goals?	46
<b>Norms: The team's formal and informal work processes.</b> Does the team use effective and efficient processes for running meetings, making decisions, and getting work done?	36
<b>Talent: The people who make up this team.</b> Does this team have the right number of people, are roles clear, and does it have the skills needed to succeed?	40
<b>Mission: The team's purpose and goals.</b> Why does the team exist? How does it define winning, and what are its strategies for accomplishing goals?	6
<b>Context: The situation in which the team operates.</b> Do team members agree about the team's political and economic realities, stakeholders, and challenges?	32





## TEAM EFFECTIVENESS QUOTIENT (TQ)



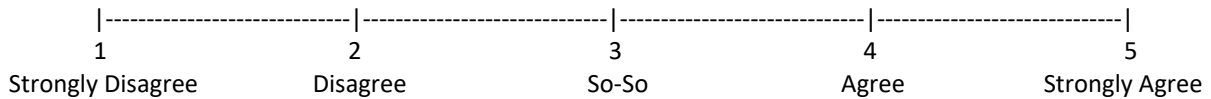
The Team Effectiveness Quotient (TQ) is the average percentile score across all eight Rocket Model components and is intended to provide teams with a simple way of comparing themselves with others. Teams should review the percentile scores on page 3 to understand which Rocket Model components are contributing the most to their overall scores.

Higher scoring teams have better alignment on their customers, challenges, purpose, goals, and plans. Team members tend to have clear roles and responsibilities, abide to the processes and rules governing team behaviour, can be counted on to deliver assigned tasks, trust and challenge each other, and stay focused on winning.

Lower scoring teams are uncertain about or lack alignment on their key influencers, challenges, purpose, goals, strategies, or plans. They may also utilize processes and rules that hinder rather than enhance team performance. Team members tend to experience role conflict or ambiguity, may not trust others on the team, and often fail to complete work assignments.

### RATING SCALE

Team leaders and members were asked to rate 45 items concerning team performance and functioning that were categorized into the eight Rocket Model components. The scale used to rate these items is as follows:

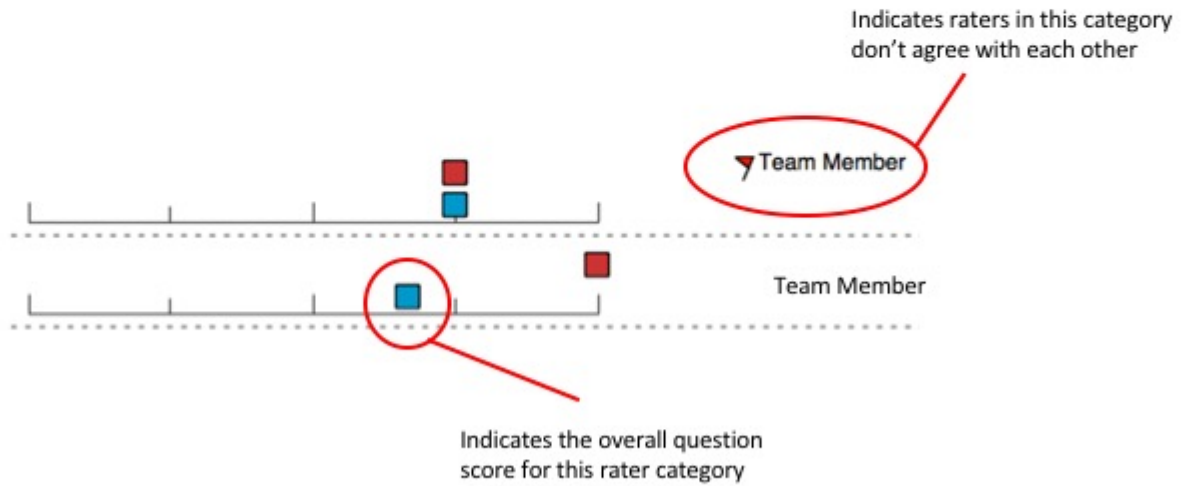


Team leaders and members were also asked to rate the extent to which they operate as a group or a team and how well the team stacks up against similar teams. Team leaders also rated seven team demographic items, such as the country in which a majority of team members are located, degree of geographic dispersion of team members, primary industry, and the like. These demographic items are not included in the Team Assessment Survey Feedback Report and used strictly for research and norming purposes.

The following pages provide information about each of the eight components of team functioning. The following rater categories are used to display question results.

■ Team Member (12)

For each component results are displayed as an overall score, and then by question for each of the different rater groups. A sample is shown below.





# CONTEXT



The Context component is all about the situation facing the team. Who are the team’s customers, competitors, regulators, suppliers, and partners? What are the economic and political realities facing the team? Who or what is going to have the biggest impact on the team? Does everyone on the team share a common view of its key stakeholders, what they are likely to do, and how they may affect the team over the next six to twelve months? Getting Context right is very important for teams, as the situation affects how the team defines success and what it might need to do to win.

Higher scoring teams constantly scan the environment to stay abreast of customer, competitor, supplier, headquarters, economic, and political trends. They also ensure everyone on the team is aware of the latest information about key stakeholders and how they may impact team goals and strategies, team member roles, and the processes used to get work done.

Lower scoring teams do not conduct regular environmental scans, and as a result, team members can have diverging ideas about the team’s customers, competitors, headquarters, and political and macroeconomic trends. Team members do not share a common world view and may make decisions that are misaligned with team goals.

## INTERPRETATION

This team’s score on Context suggests:

- The team may not have good situational awareness and there is little agreement about the conditions and factors that shape the context in which it operates.
- Team members may not agree on how customer, competitor, supplier, regulator, and other stakeholder trends could affect the team.
- Team members need to discuss and agree on the political and economic realities facing the team.
- Team members need to review the challenges the team will likely face over the next six to twelve months.

*The team shares a common understanding of its key internal and external stakeholders (e.g., customers, competitors, regulators, suppliers, the broader organization, other internal teams.)*



*The team periodically reviews its assumptions for key stakeholders and influencers*



*Team members are aligned on the political and economic realities facing the team*



*Team members agree on the top challenges facing the team*





# MISSION



The Mission component concerns the team’s purpose, how it defines winning, and what it intends to do to accomplish its goals. Mission is important as it provides team members with a sense of meaning and the opportunity to work on something that could have a bigger impact than anything they could accomplish by themselves. A team’s mission needs to be translated into goals, metrics, key strategies, and major projects before tangible action is likely to take place, however. Teams also should regularly review progress against key goals and plans to make needed adjustments and improve the odds of success. Getting Mission right is important, as a team’s goals, strategies, and plans affect all the other components in the Rocket Model.

Higher scoring teams have a clear understanding of the team’s purpose and have created a set of documented goals, metrics, strategies, and projects to prioritize and focus its efforts towards the accomplishment of its mission. Progress against goals and plans are reviewed on a regular basis, and the team makes changes to its strategies and tactics as needed to accomplish its goals.

Lower scoring teams may not have a clearly articulated purpose or may not have translated its mission into tangible goals, metrics, strategies, or major projects. They may not have defined how the team will win, and team members may have different definitions of team success. Lower scoring teams tend to be more reactive than proactive, do not conduct regular progress reviews, and do not adjust goals or strategies to improve the odds of winning.

### INTERPRETATION

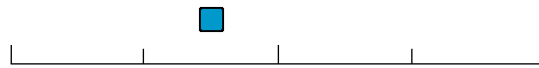
This team’s score on Mission suggests:

- Compared to other teams, the team’s purpose is not well-defined.
- Team members may not agree on the team’s purpose.
- The team’s goals, metrics, strategies, and action plans are not as well documented as other teams.
- The team does not review progress against team goals and plans as frequently as other teams.
- The team may not adjust goals and plans as well as other teams.

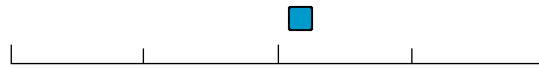
*The team’s purpose is clearly defined and well understood*



*The team’s goals are documented and measurable*



*The team has developed effective strategies to overcome obstacles and achieve its goals*



*The team has a documented set of actions with owners for the next 30-120 days*



*Progress against team goals and plans are reviewed on a regular basis*



Team Member



# TALENT



Talent concerns the people on the team. Given the situation facing the team and its goals, how many people are needed, and what skills and experience should they have? Do team members understand their respective roles, is everyone an effective team player, and does the broader organization reward teamwork? Talent is one of the more difficult components of the Rocket Model to get right, as it involves hiring, on-boarding, developing, and managing the performance of individual team members and making sure everyone is working effectively as a unit.

Higher scoring teams have the right number of people with the right skills, the right organizational/reporting structures, clearly defined roles and responsibilities, team members that get along and work effectively with each other, and they operate in organizations that reward team performance.

Lower scoring teams may have too many or too few people to be effective. They also can have reporting structures that get in the way of effective teamwork or ill-defined roles that result in duplicative efforts or activities not getting completed. Some lower scoring teams have team members who do not collaborate with others or are part of an organization that only rewards individual rather than team performance.

### INTERPRETATION

This team's score on Talent suggests:

- Team size could be an issue; it may be too big or small to accomplish its goals.
- The team's reporting structure may interfere with effective teamwork.
- Some team members may have unclear roles and responsibilities.
- Some team members may not have the skills and experience needed to perform assigned tasks.
- Some team members may not like collaborating with others on the team.
- The organization may not provide enough rewards for team performance.

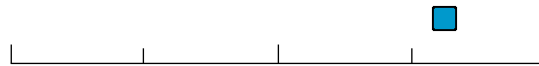
*The team has the right number of people*



*The team has the right organizational/reporting structure*



*The team has the right mix of skills and experience*



*Team members are actively developing their skills to improve team performance*



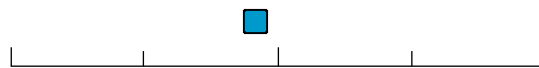
*Team members have clear roles, responsibilities, and accountabilities*



*Everyone on the team is an effective team player*



*The organization provides strong incentives for team performance*







# NORMS



All teams have formal and informal processes for getting work accomplished, making decisions, and keeping team members informed. The Norms component is concerned with the efficiency and effectiveness of these processes. Sometimes formal work policies and procedures can interfere with effective teamwork, and some of the unwritten rules governing team meetings, communication, decision-making, and accountability can hinder rather than help team performance. Norms are one of the most important yet underleveraged components of the Rocket Model, as how work gets accomplished affects what gets done.

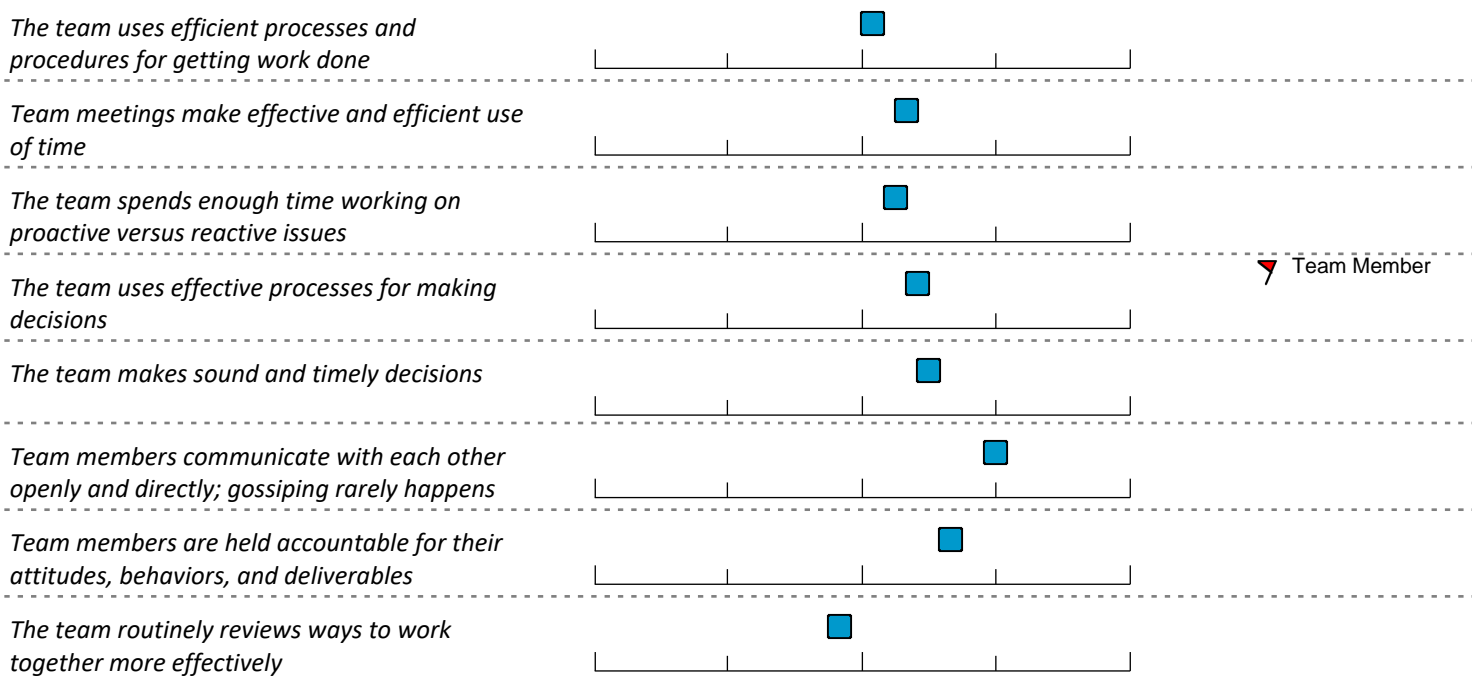
Higher scoring teams use effective processes for getting work done. They tend to run meetings that make efficient and effective use of time, and they have explicit rules in place for keeping team members informed, responding to requests, making decisions, and delivering on individual commitments.

Lower scoring teams use inefficient processes for accomplishing goals, call unnecessary meetings, spend time talking about the wrong things, fail to make decisions, and get little accomplished during team meetings. Team members fail to respond to requests, deliver on commitments, feel out of the loop, and often have little input into team decisions.

### INTERPRETATION

This team's score on Norms suggests:

- The processes the team uses to get work done could be improved.
- Team meetings could be more efficient and effective.
- The processes used to make decisions could possibly be improved.
- Team communication processes are solid but might have room for improvement.
- The rules governing team member accountability might be made more explicit.





# BUY-IN



Buy-In is the degree to which team members are motivated to accomplish assigned tasks, work towards team goals, and abide by team decisions and rules. Is everyone on the team equally committed to the team’s success, or are some team members working hard while others are checked out? Teams with low Buy-In are unlikely to succeed, whereas those with high levels of Buy-In are much more likely to do what is necessary to win.

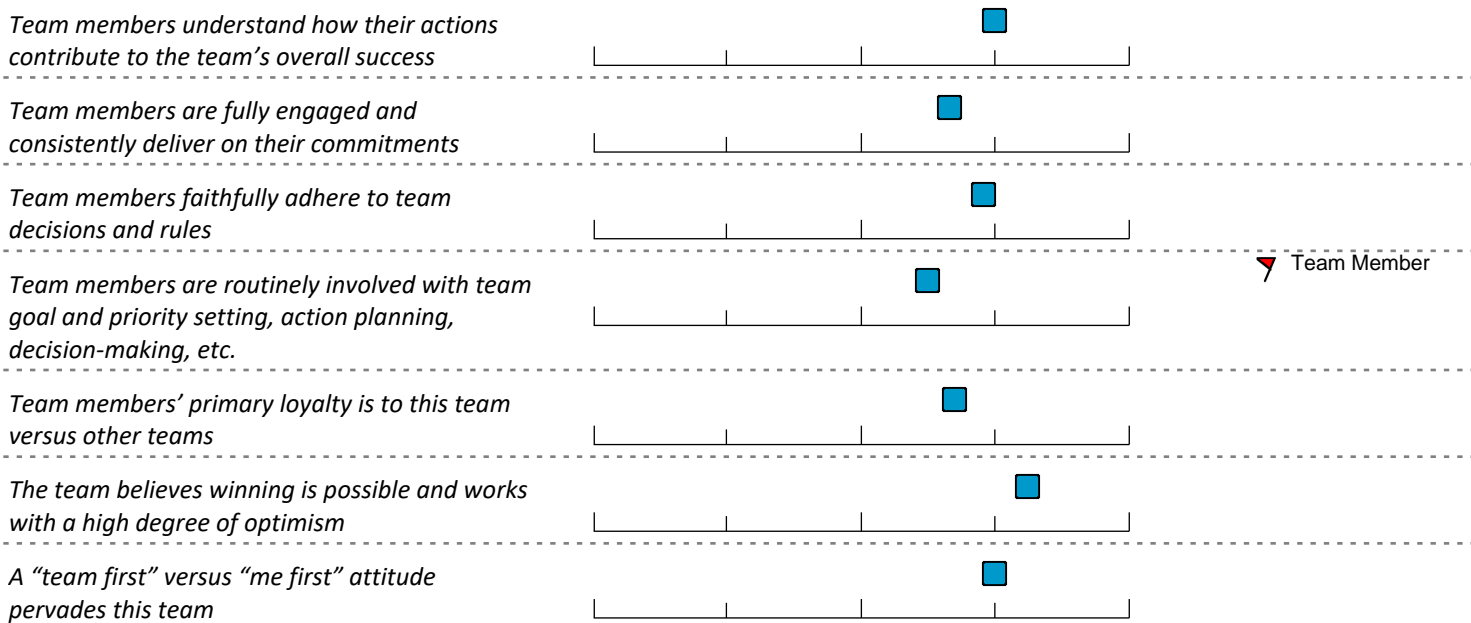
Higher scoring teams are motivated to win. Team members are engaged, understand how their actions contribute to the greater good, and get involved with setting team goals, creating and action plans, and day-to-day decision-making. Because of this, team members often display a “team first” attitude and go the extra mile to help their teams succeed.

Lower scoring teams are not optimistic about their chances of winning. There can be unequal levels of engagement on the team, and team members’ may not understand how their actions help the team win. In addition, loyalties can be with other teams, and team members may believe their own needs are more important than the team’s needs.

### INTERPRETATION

This team’s score on Buy-In suggests:

- Some team members may not fully understand how their actions contribute to team success.
- Some team members may not be fully engaged.
- Some team members occasionally ignore team procedures and rules.
- Some team members’ may have divided loyalties between this and other teams.
- Compared to other teams, team members are generally optimistic about the teams’ chances of success.
- Team members generally place the team’s interests over their own.





# RESOURCES



Resources are a team’s tangible and intangible assets. A team’s tangible assets include such things as office space, meeting rooms, hardware and software, specialized equipment, budgets, and the like. Intangible assets include authority and political support. Resources should be closely aligned with team goals, and research shows most teams have the resources they need to succeed. Ineffective teams squander resources, whereas the best teams find ways to win despite resource shortfalls.

Higher scoring teams have a good deal of political clout, make efficient and effective use of resources, and are empowered to make decisions that affect the team.

Lower scoring teams lack political clout, experience budget or equipment shortfalls, spend resources on the wrong issues, or are not permitted to make important decisions that affect the team.

### INTERPRETATION

This team’s score on Resources suggests:

- The team has the sponsorship or political support needed to succeed.
- Compared to other teams, the team has the resources it needs to succeed.
- The team is not wasting time and money on activities that add little value.
- The team is empowered to make important team decisions.

*The team has the necessary level of political sponsorship to be successful*



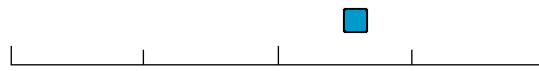
*The team is empowered to make key decisions*



*The team has the resources it needs (e.g., budget, office space, software) to achieve its goals*



*The team proactively renegotiates deliverables when faced with resource shortfalls*





# COURAGE



Courage is concerned with ensuring team members feel comfortable raising difficult issues and approach disagreements constructively. The best teams have the right amount (and the right type) of conflict. Too little conflict can be a problem because teams run the risk of groupthink. Polite teams get polite results! Too much conflict, and the team descends into chaos. Teams need to create high levels of trust and psychologically safe environments to allow concerns to be raised, the best ideas to surface, and conflict between team members to be effectively managed. Oftentimes, the root cause of excessive or unhealthy conflict can be traced back to misalignment on one of the other components of the Rocket Model.

Higher scoring teams disagree openly, but the disagreements are constructive, not personal. Conflict focuses on the goals to be achieved, the strategies to be employed, the actions to be taken, the processes to be used, and roles to be played.

Lower scoring teams may experience too little or too much conflict, or the conflict may become personal. Team members do not trust each other, may think people have hidden agendas, might believe certain people do not belong on the team, or can fundamentally disagree about the team’s customers, purpose, goals, or strategies for winning.

### INTERPRETATION

This team’s score on Courage suggests:

- Compared to other teams, there is a high degree of trust on this team.
- This team has created a psychologically safe environment where team members can and do challenge each other.
- Compared to other teams, the team effectively deals with conflict.

*There is a high degree of trust and collaboration on this team*



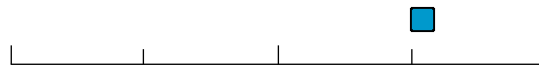
*Team members feel safe challenging each other*



*The team has lively debates; even the most difficult issues get raised on this team*



*The team actively surfaces and works through disagreements; it does not let issues fester*





# RESULTS



Teams are created to achieve certain outcomes, and the Results component of the Rocket Model indicates whether teams accomplish their intended goals. Does the team take winning seriously, achieve all its goals despite adversities, exceed stakeholders' expectations, learn from its successes and failures, and improve its capacity to deliver over time? Whereas Mission defines what the team needs to do to win, Results define whether or not the team is actually winning.

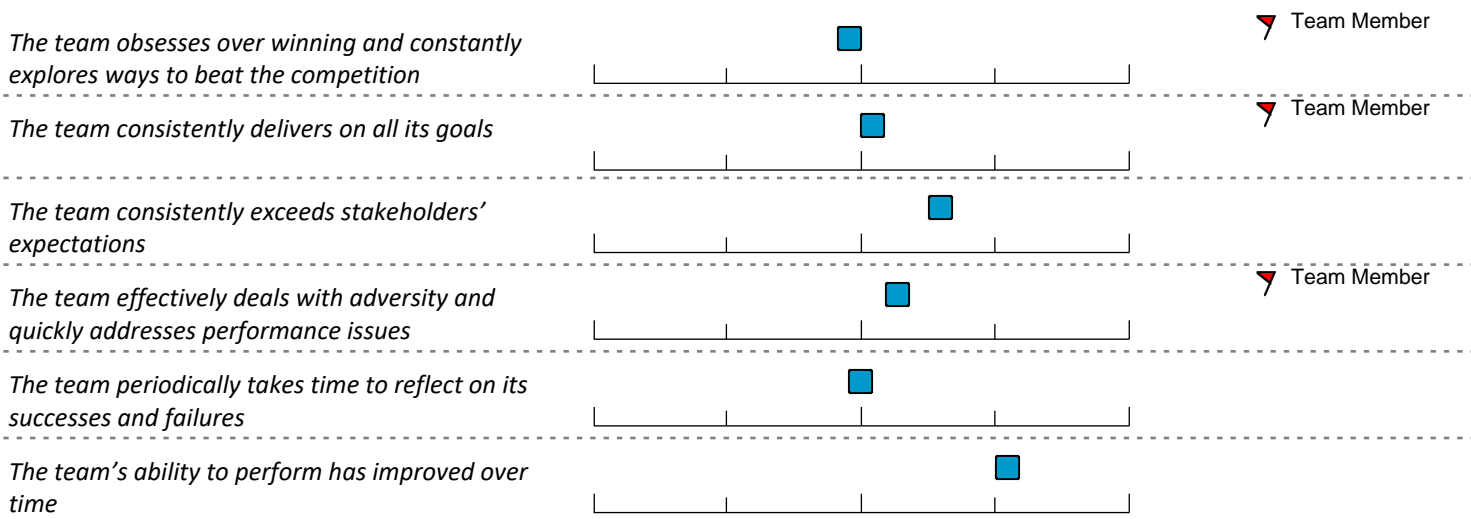
Higher scoring teams take winning seriously, devise strategies to overcome adversities, and achieve all their goals. Not only do these teams meet or exceed sponsor and customer expectations, they are able to learn from their experiences so that they can be even more successful in the future.

Lower scoring teams pay little attention to their goals, achieve results that fall short of expectations, and may be more concerned with not losing rather than winning. These teams have difficulties dealing with adversity and often keep making the same mistakes while hoping for different results.

## INTERPRETATION

This team's score on Results suggests:

- The team may occasionally have trouble dealing with adversity.
- The team may need to update its strategies for winning.
- The team shows some concern about its performance.
- The team may be achieving some but not all its goals.
- Stakeholders may not be satisfied with all aspects of what this team delivers.
- The team's ability to deliver has improved over time.





## WRITTEN COMMENTS

The following section provides comments from individuals.

Legend:

- Team Member

### Written Comments

*If you have any words of encouragement for the team, anything you think the team is doing particularly well and should KEEP doing, please provide your comments below.*

- I appreciate the creative thinking and approach! I like that we encourage things to think differently and to think BIG
- A large part of the team is newer. I think the team - both newer and longer term members - has done an extraordinary job of supporting each other through recent team changes and additions. The team is bonding as a group, and learning to work effectively with each other, very quickly under very dynamic conditions. Keep up this great team work! Also, the team critically debates big issues well.
- We should keep being collegial.
- Every department has tremendous, even overwhelming, responsibilities and plans. Let's be sure to engage and stay connected so that together we can make sure our efforts work for the good of the people we serve.

*If you have any suggestions to help develop team performance, anything you think the team could START or STOP doing, please provide your comments below.*

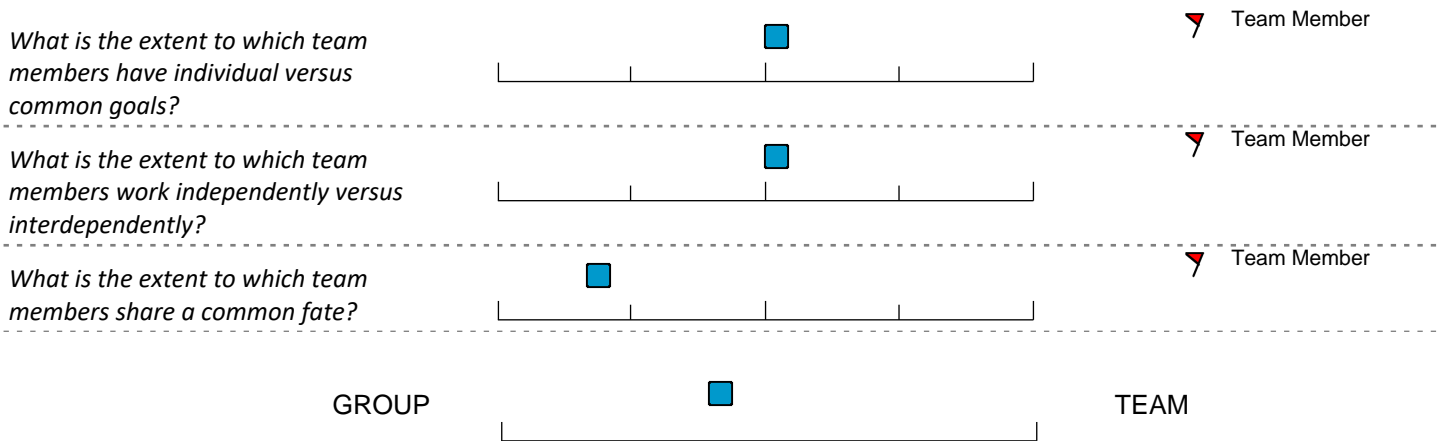
- Celebrate the successes that have been achieved under our current CEO. However, let's not re-hash the past or continue with statements like "if you think it's bad now, you should have seen it 5 years ago." This team and this organization have made great strides, but we still have issues. Let's face them as they arise and look to the future!
- We should start celebrating successes AND failures.
- START - more awareness of successes and more team celebration of them.
  - More team connectedness with Operations leaders; some silo-ing still exists between Operations & Corporate leadership.
  - continuous review of ELT meetings structure. It is better than it was, but I question whether it is as good as we need with the big work demands coming.
- STOP - most adjacent meetings. With frequent run-over time and some prep time often needed, these often do not work well.
- Would like to see more focus on alignment across the team



## GROUP VS TEAM WORKSTYLE

Although we use the terms groups and teams interchangeably, they represent two distinct ways of organizing people to get work done. Despite being called teams, Alpine ski teams, track teams, and many sales teams are more like groups than teams. Members typically have well-defined individual goals, what one person does has little, if any, impact on the others in the group, and rewards are primarily based on individual, rather than collective, achievements. Soccer teams, basketball teams, and surgical teams are more like teams. Members typically work towards common goals (e.g. winning the game or saving a patient), what one person does greatly affects the others on the team, and rewards are based on collective, rather than individual, achievements.

Teams are not necessarily better than groups and vice-versa. The optimal way of organizing depends on the nature of the goals to be achieved and the work to be performed. Pure groups and pure teams are the two extremes of a continuum, and most collections of people fall somewhere along this continuum. Your team's scores are depicted below.



### APPROACH TO GOALS

1. People have individual goals. Any common goals are simply a summation of everyone's individual goals.
2. Mostly people have individual goals.
3. People have a mix of individual and overarching or common team goals.
4. Mostly people have common goals, but there are a few individual goals.
5. There are no individual goals, only common goals.

### WORK INTERDEPENDENCY

1. People work independently, and one person's actions have little effect on others on this team.
2. People mostly work independently, but there are a few areas where they work collaboratively.
3. There is an equal mix of activities where people work together versus independently.
4. People mostly work interdependently, but there are a few areas where they work independently.
5. People work interdependently, and what any person does greatly impacts others on this team.

### FATE

1. People are rewarded solely on their own results and there are no rewards for team performance.
2. People are primarily rewarded for their own results, but there are some rewards based on team performance.
3. People are equally rewarded for both their individual and the team's overall results.
4. People are primarily rewarded for the team's results, but there are some rewards based on individual performance.
5. People on this team win or lose together; there are no rewards for individual accomplishments.



## RATERS

- 1 Mandy Moon- Team Member
- 2 Dorian Lund - Team Member
- 3 Dave Keane - Team Member
- 4 Duane Ekblad - Team Member
- 5 John Marsh - Team Member
- 6 Jill Wong - Team Member
- 7 Kim Horton - Team Member
- 8 Lauren Prince - Team Member
- 9 Michelle Kellenberg - Team Member
- 10 Mike Wharton - Team Member
- 11 Susan Rose - Team Member
- 12 Tim Campbell - Team Member





## RECORD FINDINGS

### AREAS OF STRENGTH

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### AREAS FOR IMPROVEMENT

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### SURPRISES

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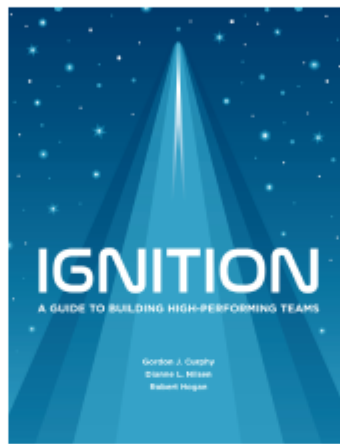




## ADDITIONAL RESOURCES

There are two important resources team leaders, members, and facilitators can use to improve Team Assessment Survey scores. These include:

1. IGNITION: A Guide to Building High-Performing Teams (Curphy, Nilsen & Hogan; 2019)



2. SUPPORT MATERIALS: <http://www.therocketmodel.com/support-materials>. The Rocket Model website has all the Power Point decks, handouts, forms, and white papers and articles needed to facilitate the 40 team improvement activities described in IGNITION.

**DOWNLOAD 40 PRACTICAL AND USEFUL SUPPORT MATERIALS - ALL FOR FREE.**

Component	Rating (1-5)
<b>Goals</b>	
1 = Individual	
3 = Mixed	
5 = Common	
<b>Effort</b>	
1 = Independent	
3 = Mixed	
5 = Interdependent	
<b>Rewards</b>	
1 = Individual Outcomes	
3 = Mixed Outcomes	
5 = Team Outcomes	

**DOWNLOAD YOUR MATERIALS**



## Team Assessment Survey

### PROVEN METHODS TO IMPROVE TEAM EFFECTIVENESS

Feedback is a helpful step toward improving team performance, but feedback by itself usually doesn't get the job done. Once a team has an accurate understanding of its strengths and weaknesses, the team needs to create and implement an improvement plan. Just as there is no one-size-fits-all improvement plan for leaders, there is no one-size-fits-all improvement plan for teams. What's required to improve team performance depends on its history, the challenges it faces, and specific improvement gaps.

IGNITION provides detailed directions for 13 common team challenges and 40 field-tested activities designed to improve team dynamics and performance. Unlike team-building interventions that solely promote interpersonal harmony, these activities are designed to improve performance by having teams do real work.

Chapter 1 describes how the Rocket Model, Team Assessment Survey, and team improvement activities can be used to resolve a wide variety of team issues. Chapter 2 describes the differences between groups and teams; how to properly prepare for and facilitate team engagements; and the roles team leaders, members, and facilitators play in team performance. Chapters 3-15 provide case studies for some of the common challenges facing teams. Each chapter also provides an overall team-building design, some of the rationale for the design, and a facilitator's guide with objectives, key questions to resolve, activities, and materials needed to engage teams in these situations.

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## Team Assessment Survey

### TEAM IMPROVEMENT ACTIVITIES

IGNITION also includes the purpose, key considerations, preparation, step-by-step facilitation instructions, examples of forms or flip charts, support materials, and post-exercise actions for 40 different team improvement activities. Having multiple teaching aids and activities gives team leaders and facilitators more flexibility when determining how to best resolve team issues.

	<b>Improvement Activity</b>	<b>Purpose</b>	<b>Page No.</b>
<b>Diagnostics and Teaching Aids</b>	Introduction	Introduction to the Team Improvement Activities	189
	1. Team Quiz	Clarifies myths and misunderstandings about groups and teams.	195
	2. Dream vs. Nightmare Teams	Clarifies differences between high- and low-performing teams.	201
	3. Groups vs. Teams Exercise	Determines whether people are working in groups or teams.	205
	4. The Rocket Model Slide Deck	Describes the eight components of the Rocket Model.	209
	5. The Rocket Model Puzzle	Improves understanding of the eight Rocket Model components.	211
	6. Team Assessment Survey (TAS)	Provides benchmarking feedback on TQ, team strengths and areas of improvement.	215
	7. Team Interviews	Provides qualitative feedback on team Context and functioning.	219
	8. Team Feedback Sessions	Aligns teams on strengths, surprises, and areas of improvement.	227
	9. Organizational Teamwork Analysis	Evaluates the extent to which organizations foster effective teamwork.	231
<b>Context</b>	10. Context Assessment Exercise	Creates a common view of shareholders, influencers, and challenges.	237
	11. SWOT Analysis	Clarifies team strengths, weaknesses, opportunities, and threats.	243
<b>Mission</b>	12. Vision Statements	Communicates the team's past, present, and future.	247
	13. Team Purpose	Creates a common understanding of the team's why.	253
	14. Team Scorecard	Defines the team's goals, what it means to win, and how it can have an impact.	257
	15. Team Action Plans	Translates team goals into action steps with owners and dates.	261
<b>Talent</b>	16. Roles and Responsibilities Matrix (P/S and RACI)	Clarifies team members' roles and responsibilities.	265
	17. Followership Scatterplots	Evaluates team members' engagement and critical thinking skills.	271
	18. Feedforward Exercise	Provides team members with feedback to improve performance.	275
	19. Eavesdropping Exercise	Allows team members to share expectations for their peers.	279
	20. Wingfinder Assessment	Provides insights about team members' mental abilities and personality traits.	283
	21. Hogan Personality Inventory (HPI)	Provides insights about team members' bright-side personality traits.	289
	22. Hogan Development Survey (HDS)	Provides insights about team members' dark-side personality traits.	293
	23. New Team Member Onboarding Checklist	Helps new team members get integrated more quickly with teams.	299

<b>Norms</b>	24. Team Norms	Establishes rules and expectations for team members' behavior.	303
	25. Operating Rhythm	Improves the efficiency and effectiveness of team meetings.	307
	26. Operating Level	Determines whether teams are working on the right issues.	311
	27. Decision-Making	Clarifies who should be involved with and make team decisions.	315
	28. Communication	Establishes rules for team communication.	319
	29. Accountability	Establishes rules for ownership and expectations for deliverables.	323
	30. Self-Adjustment	Helps teams review and improve team functioning.	329
<b>Buy-In</b>	31. Journey Lines	Shows how team members' past experiences shape current behavior.	333
	32. Motives, Values, Preferences Inventory (MVPI)	Provides insights about team members' work values.	337
	33. Expectancy Theory	Clarifies links between team members' actions and rewards.	343
	34. Personal Commitment	Asks team members to commit to team goals, roles, and rules.	347
<b>Resources</b>	35. Resource Analysis	Clarifies what the team already has and what it needs to be successful.	351
	36. Stakeholder Mapping	Helps teams devise strategies to improve political support.	355
<b>Courage</b>	37. After-Action Reviews	Fosters growth mindsets and productive dialogues in teams.	361
	38. Team Journey Lines	Promotes team trust by systematically reviewing past experiences.	365
	39. Conflict Management Styles	Provides insight into how team members manage conflict.	369
<b>Results</b>	40. Personal and Team Learning	Helps team members and teams improve capacity.	373